

Human Resource Projects

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ABSTRACT: This letter is a review article to study basics human resource management, for a class activity in Operations management tutorial under University Malaysia Pahang Undergraduate Programs. In this paper a team of students as their tutorial work studied researches to find what the role of manager of good and service design is.

Keywords: goods and services, Operations Management; Literature review

INTRODUCTION

Human resources are vital for an organization. Its aim to ensure the organizational obtains and retains the skilled, committed and well-motivated the workforce it need which it outcome are access and satisfy future people needs and to develop the inherent capacities of people's potential and employability. However, the organization must provide learning and continuous development opportunities to their works. For instance, the involve operation of recruitment and selection procedures.

Productivity can improve through strategic of Human resources. Strategy is the critical factor that affects firm Performance, having a long-term focus, plans that involve the top executives or board of directors of the firm and a general framework that provides a perspective for selecting specific policies and procedures. Strategy Human Resources Management represent a relatively new transformation in the field of human resource management which is concerned with the role human resource management systems play in firm performance, particularly focusing on the alignment of human resources. Therefore, strategic human resources may increase performance in different area such as productivity, quality and financial performance.

There are many strategic human resource based on organization. However, there are five strategies that we highlighted in this task. They are competent manager, goal setting, performance measurement, coaching, and rewards. These strategic are the basics strategic which give boost performance to organizations. Therefore, we choose this topic to improve our understanding towards human resources in improving productivity.

REVIEW

All organization needs managers who can handle and control the managerial function. Manager can be define as a person responsible for planning and leading the work of a group of individuals, monitoring their work, and taking corrective action when necessary. A manager requires a subtle blend of interpersonal skills and personal credibility, a deep understanding of the political. They also must know what his/her responsibilities, organization goal, duties and who workers to help perform effectively, the culture and environment of company. The role a manager is very important due to motivate their employees and helping them to recognize approaches to identify solution, ensure they take seriously of their responsibilities, keeps information, healthy environment and coaching. [1]

Next, a manager must be knowledgeable, skills and ability (KSA's) which known as competent manager. According to oxford dictionary, competent define as having necessary skill or knowledge to do something successfully. This is because; the work environment must be in the learning mode which can improve the quality of his/her subordinate. -For a business to strengthen its position on the market, its managers should become skillful at helping their subordinates to set and achieve specific and measurable goals with realistic deadlines and clear expectations. Managers should also mentor employees through challenges, helping them grow and develop new skills .Successful managers have to possess a complex amalgamation of technical, functional, cultural, social, and political skills .As globalization becomes the normative strategy for organizations, one of the critical success factors centers on amassing an adequate number of competent global managers to implement global strategies. Therefore, a manager must rich of knowledge, amalgam with it, have skill, abilities and others characteristic to lead his employees' efficiently. [2][3]

In the other hands, manager must communicate with the staff which important to inform employees up to date with the issue and what's happen in their company and their work the impact, and what the team planning. Beside, employees are more concern and participate effectively what is going on throughout the organization if they are directly and consistently informed about the issues. The negative results can include missed opportunities, delayed projects, and failed initiatives if they stay quiet. They also will indicate that the conversation is relative value of organization. In addition, written and formal communication cannot cultivate the sense of belonging due to the human nature are love to impersonal such as face-to-face communication and directly between managers and employees. Furthermore, managers are essentially two-way information conduits. [4][5]

A manager always needs to motivate and support the employees which it make job easier. According to oxford dictionary, motivate can define as provide someone with a motive for doing something. Employees need their needs and motivation which is becomes the main focus of managers . However, a manager should realize that it is very difficult to motivate people, so, a manager must create the environment that encourages him and employees' self-motivation. They must understand what motivates that employees need and the behavior that need demonstrate to perform their work due to one of effective way to create satisfaction. For example, personally thank employees for doing the good job and involve employees in decision. Motivate and supports are vital to enhance performance of an organization. The motivation can improve the productivity like the rapidly growth of company, leads to achievement of organizational goals and stability of work force, builds friendly relationship and improves level of efficiency of employees. However, manager should able to self-motivate to motivate others which help in career success. [6][7][8]

Next, goal-settings is one of the Human Resources which improving productivity. Goal setting is the process to deciding what organization wants to accomplish and devising a plan to achieve the result needs which it also known as mission and vision. Beside, goal setting is motivational technique based on the concept that the practice of setting specific goals enhances performance, and set difficult goals results in higher performance than setting easier goals. Goals have a pervasive influence on employee behavior and performance in organizations and management practice .Everybody in this world has their own goals but they must work smartly to achieve it. For example, the goals for Brian Tracy International Company are helping in employees' achievement and personal and how to make business goals faster and easier. [9][10]

According to history, Frederick W. Taylor is the one of the earliest application of goal setting. He combined his goal setting methodology with monetary incentives, but research by Edwin Locke and Gary Latham found that goals alone can make to corporate performance with or without a bonus .They found that difficult goal increase output and the hard goals is good motivatorand the harder the goal the better employee performance becomes. [11] In addition, one of the strategy to achieve the goals is using the S.M.A.R.T. goal-settings which is simple way to reach success. This strategy helps to accomplish employee's personnel, financial and professional goals. There are meanings by word S.M.A.R.T. First, the '_S_' mean Specific which refer to the language of manager's goals must be specific. They must make up with questions like '_what we want to do?' '_Why we want to do?_' and '_how we want to do?_' to defining the goals. '_M_' means Measureable. Goals need to be measureable in the form specific number. '_A_' mean Attainable. Goals setting needs to be something that organizational can achieve and have confidence to achieve it. Confidence is the signficant factors according to goal setting theory which is '_R_' : Relevant. Short-term goal have to relate with the long-term goal and relevant to the participants. '_T_' means Time that the period of goals to succession. [11][12]

Thirdly, performance measurement is defined several of the relevant terms, arguing that the performance vocabulary emphasizes the rigor of following a logical process, it focuses on the ultimate outcomes, and it relies on the collection and interpretation of data. [According to Dr. Robert S. Kaplan, Harvard Business School, "Each organization must create and communicate performance measures that reflect its unique strategy"](#). Process system involves the study of the process or strategy of the organization and learns the engineering process or phenomenon, to see whether the output is in line with what it means or have been achieved. [13][14]

Next, performance measurement estimates the parameters under *which* the programs, investments, and acquisitions are reaching the targeted results. However, the model for the defective performance set a good performance is the criteria which determine the organization's ability to cope. This may reflect a disadvantage that does not support the organization and to grow with the goals set. In other hands, performance evaluation is different between conducted in the design, construction, operation and maintenance of systems, machinery, equipment, structures, materials and processes. In the design, performance measurement can be physical attributes, parameters while in the maintenance, it will repair, and operations. [15]

Performance measures quantitatively tell something important about products, services, and processes that produce them. They are tools to help us understand, manage and improve what our organizations do. The performance measures were a question or a problem in producing a product. There are five steps of the extent to which what we should do to better production, if we reach our goal what should be done, if we are satisfied customers what should be done by a company, if we are in the process of statistical control what should be done and we need to know where improvements need to be done to better the production. [15]

Performance measures are always tied to the goals or objectives to achieve the target to provide us with the information needed to make intelligent decisions about what we do. So, it can show changes in the process or deviation from design specifications. For example, single unit dimensions typically represent the steps are very basic and some process or product basis. More often, the unit of measurement used various dimensions. These performance measures are expressed as a ratio or two or more base units. This may be units such as; the number of accidents per million hours worked which is a measure of performance or safety programs, or the number of vendors at the time of delivery of the shipment volume vendors. Performance measures expressed this way almost always convey more information than performance measures one dimension or one unit. Ideally, performance measures should be expressed in the most meaningful measure for those who need to use or make decisions based on measures. [15]

Better management of performance measures tell something important about products, services, agencies, and management processes. These measures are a tool to help understand, manage and improve. Performance measures that can effectively monitor performance to assess how well we are doing, know if we meet our goal and if our customers are satisfied, take action to affect the performance or improve efficiency if the necessary improvements. It also may have the desired characteristics of the other useful measures to help people do the work to understand what is happening with their business processes, and how to get better results for customers. Influence related to the ability of agencies to influence the performance measures. [16]

Fourthly, coaching is a teaching, training or development process which an individual is supported while achieving a specific personal or professional goal. The individual receiving coaching may be referred to the client. Sometimes, the term coaching may be applied to an informal relationship between two individuals where one has greater experience and professional than the other and offers advice and guidance as the other goes through a learning process. The structures and models of coaching are numerous and may be designed to facilitate thinking or learning new behavior for personal growth or professional advancement. They are forming the group of coach; so they help their coachee to improve a physical skill like in a sport or performing art form. [17]

Coaching relates primarily to performance improvement (often short-term) in a specific skills area. The goals or at least the intermediate or sub-goals are typically set with or at the suggestion of the coach while the learner has primary ownership of the process. In most cases, coaching involves direct extrinsic feedback. For example, the coach reports to the coachee what he or she has observed. Usually, the meeting will focus on very specific objectives within a set period of time. In addition, coaching also is mainly concerned with performance and development of certain skills. It usually takes place on a one-to-one basis and has a very specific

purpose. There is usually a planned program with a much shorter timeframe than in mentoring, so the learning goals are usually determined in advance. [17]

There is two types of training, firstly is general includes communication skills, computer systems application and programming, customer service, executive development, management skills and development, personal growth, sales, supervisory skills and technological skills and knowledge. Secondly is specific such as basic life/work skills, creativity, customer education, diversity/cultural awareness, remedial writing, managing change, leadership, product knowledge, public speaking/presentation skills, safety, ethics, sexual harassment, team building, wellness and others. For example, the director of training for Canon, it's the repair personnel's technical skills that are important. As a part of their training, repair people play a video game based on the familiar kids' board game operation in which lights flashed and buzzers sounded if copier parts were dragged and dropped poorly. [18]

Performance coaching focused on achieving specific performance goals, either improvement goals or stretch goals to build on recognized strengths usually within a limited time period. Sometimes, performance coaching involves passing along knowledge but that's only a small part of the activity. As a performance coach, real goal is to help a person improve the way they perform in a specific area. Like any other skill, performance coaching is a process that you need to learn and practice in order to use effectively. Roles of human resource and training also change, from new organizational structures, process, jobs and specializations and operations the success of training depends on two clear and specific purpose which are to equip employees with the knowledge, thinking and the skills to carry-out mission-critical tasks. [19]

In the other hands, there are many organizations are relying more on technology-based training methods because of their accessibility, cost and ability to deliver information. Firstly, on the job means employees learn how to do tasks simply by performing them usually after an initial introduction to the task. Secondly, job rotation which is employees work at different jobs in a particular area, getting exposure to a variety of tasks. Thirdly, coaching that employees work with an experienced worker who provides information, support and encouragement also called apprenticeships in certain industries. Fourthly, exercises that employees participate in role playing, simulations or other face-to-face types of training. Fifthly, use workbooks or manuals refer to training workbooks and manuals for information. Lastly, classroom lecture by attend lectures designed to convey specific information. For examples, technology-based training methods used CD-ROM, videotapes, podcasts, video conferencing or e-learning internet. [20]

Last but not least, rewards are also important in human resources to have a good performance in an organization. Reward management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly, equitably and consistently in accordance with their value to the organization. Reward management consists of analyzing and controlling employee remuneration and all of the other benefits for the employees. Reward management aims to create and efficiently operate a reward structure for an organization. Reward structure usually consists of pay policy and practices, salary and payroll administration, total reward, minimum wage, executive pay and team reward. Most people assimilate "rewards", with salary raise or bonuses, but this is only one kind of reward, extrinsic reward. Studies proves that salespeople prefer pay raises because they feel frustrated by their inability to obtain other rewards, but this behavior can be modified by applying a complete reward strategy. [21][22]

The remuneration of certain behaviors that make a difference to a company is more challenging than satisfactory performance, but you can overcome that obstacle by asking, "What am I compensating my employees for?" and "What are the behaviors I want to reward?" For example, compensate someone for innovation or for the amount of time they're sitting at a desk? There's obviously a big difference between the two. Managers must take the best ways in rewards the employees to make sure the organization success and know what it should include. Managers also need to review strategic rewards like does it address compensation, benefits and is it the rewards aligned with your remaining business strategies, is it driving the right behaviors for your company, as well as your performance goals. This element can make sure the organization success or failure. The more satisfying reward when it can create an environment of competition among peers to perform better than others while a poor reward system will create an indifference of employees towards your performance management system. [21]

There are two kinds of rewards. First, it is extrinsic rewards. Its means concrete rewards that employee receive. For example of this rewards are like bonuses, salary raise, gifts, promotion, and also other kinds of tangible rewards. Second are intrinsic rewards. This rewards means tend to give personal satisfaction to individual. The example of this rewards are such as information or feedback, recognition, trust, relationship, empowerment and monogrammed name plaque. Intrinsic rewards makes the employee feel better in the organization, while Extrinsic rewards focus on the performance and activities of the employee in order to attain a certain outcome. The principal difficulty is to find a balance between employees' performance (extrinsic) and happiness (intrinsic). [22]

In an organization a manager also have to know the best ways to rewards employees and the appropriate reward system. Having an effective reward program in place can help solve many of your human resources issues. The employees should take immediate steps to reward the performers. Rewards should be appropriate and matching the performance, and to some extent the expectations of performers. It can be in terms of cash bonus, promotions, vacations etc. A winning system should recognize and reward two types of employee activity-performance and behavior. Performance is the easiest to deal with because of a direct relationship between the initial goals manager set for the employees and the end outcomes result. For example, manager can implement or recognize sales incentive plan for him to achieve regularly. [23] [24]

CONCLUSION

Human resources are very important to performance due to its outcomes which are improving employee commitment and operating efficiency, accomplish organizational goals and cost effectiveness. In long-term outcomes are the individual and societal are wellbeing and organizational effectiveness. According to Porter in the 1980, business strategy can understanding by formulating a framework that described three competitive strategies which are cost leadership, differentiation and focus.

In other hands, Human Resource effectiveness must improve due to its crucial function of performance. The organization can improve Human Resources effectiveness by restructuring, outsourcing, process redesign and new technology of organization work can improve employee proximity, skills and ease monitoring employees' input.

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